

---

## STRATEGIC MANAGEMENT OF HUMAN RESOURCES AS THE BASIS OF SUSTAINABLE DEVELOPMENT

**Leila Mamatova**

*SHEI Pryazovskyi State Technical University, Mariupol, Ukraine  
e-mail: [leilamamatova@gmail.com](mailto:leilamamatova@gmail.com)*

**Viktoriia Pavliuk**

*SHEI Pryazovskyi State Technical University, Mariupol, Ukraine  
e-mail: [vikapavluk120298@gmail.com](mailto:vikapavluk120298@gmail.com)*

DOI: 10.13165/PSPO-20-24-30

---

**Annotation.** In an era of global competition, technological innovation, instability of the external environment, organizational changes are inevitable and necessary. The most important factor in the competitiveness of successful companies is the ability to generate and implement various kinds of changes that initially contain a contradiction between the desire for stability and the need to develop human resources and organizations. One of the main causes of poor performance or the failure of progressive organizational change is employee resistance. The analysis of modern concepts of change management revealed the need to review a number of principles in human resource management of organizations undergoing transformation. As the most important condition for the implementation of organizational transformations, resistance management is proposed, the prevention and overcoming of which can significantly increase the effectiveness of reform.

The existing mechanisms for managing change are in their infancy, a search is underway for ways, methods, and approaches to improving the effectiveness of organizational transformation through the formation of human resource management strategies that help prevent and overcome staff resistance, mobilize the workforce to implement reforms.

It is advisable to single out the task of effective human resource management in the face of change as an independent priority task for managers.

The relevance of the research topic is due to the fact that in the modern business environment, strategic human capital management is one of the key factors in the development of the company, which is considered through a set of characteristics of individuals interacting within the organization that contribute to productive activity and develop as it is implemented.

Study methods: analysis of economic, statistical sources of literature.

The results of the study confirmed that competitive companies should be actively involved in strategic human resource management, as this is the basis of the company and its future. In general, the hypothesis of more effective strategies and practices of strategic management and development was confirmed by human resources used for sustainable development.

**Keywords:** Human Resource, Strategic Management, Sustainable Development, Strategy, Trends.

**JEL Classification codes:** O1, M54

---

## INTRODUCTION

In terms of human development, as a key factor in achieving strategic goals. The idea of strategic human resources management is based on the belief that a development strategy is a rational and linear process.

The overall human resources management strategy stems from core strategies in core areas. All this is connected with the systematic research of the organization human resources, which determines what issues of business, should be considered.

Difficulties in achieving internal consistency can be explained by the following reasons:

- the complexity of strategic directions can make it difficult to achieve coherence between various activities and plans;
- top leaders want quick achievements;
- the introduction of payment in accordance with performance indicators in the absence of well-functioning processes for managing performance indicators;
- lack of understanding among practitioners that it is necessary to actively achieve integration;
- department managers are indifferent to their tasks or are not able to solve them, employees are suspicious or hostile to new initiatives [1].

Obstacles that may arise in the course of strategies when trying to implement their initiatives are often associated with a lack of understanding of the strategic needs of a given organization, because of which these initiatives appear to be inappropriate or even likely to reduce productivity. This problem is exacerbated if environmental and cultural factors that influence the essence of the strategy are not taken into account. Initiatives that are poorly thought out or inappropriate do not meet the requirements of this organization, will not work.

**The aim of the article** is to examine important factors associated with moving organizations toward strategic management in the human resources and sustainable development, creating strategies for human resource management.

### **Objectives:**

1. Outline theories of strategic management, their impact on strategic human resources management.
2. Advantages of human resources strategy.
3. Identify the main trends in the development of human resources strategies based on sustainable development.

---

**Study methods:** analysis of economic, statistical sources of literature.

## STRATEGIC MANAGEMENT

Since the concept of human resource management is incorporated into the strategic management system, its evolution should be considered within the framework of the evolution of this concept. The effectiveness and competitiveness of the organization depends on the ability to adapt to the external environment and the degree of its innovativeness [15].

In the theory of strategic management, usually the development of the theory of strategic management:

1. Management on basis of control over the execution of the budget after the fact on the identified problems of the organization (reactive adaptation). This is the era of mass production (until the 30s of the twentieth century) with a limited number of markets and types of goods (services). The main objective of entrepreneurial activity is to improve the mechanism of mass production, which allows to reduce the cost of production. The state practically did not interfere in entrepreneurial activity, legislatively defining the framework of its legitimacy. It was believed that a market economy was capable of self-regulation. The stage ended with a deafening crisis of overproduction and severe depression [6].

2. Management based on extrapolation, when decisions were made on the basis of long-term planning by extrapolating past trends into the future, that is, also after the fact of the deviations identified. The crisis of overproduction of the same type of goods forced us to reconsider the concept of management and the main attention of commodity producers began to be given to expanding the range of products and improving sales and service networks. It was an era of mass marketing. Long-term planning replaced the budget and financial control and was used from the beginning of the 50s to the beginning of the 60s of the last century [3].

The management strategy at this level should ensure the development of a system of institutions, ensuring all levels of government to achieve long-term goals of socio-economic development.

3. Management based on the forecast of changes (beginning of the 60s to the beginning of the 80s of the XX century), creation of strategic plans, development of strategic decisions, phased implementation of models through extrapolation of future trends to a real scale, time. Particular attention paid to the development of strategic planning methods, the development of competitive and innovative strategies. The design methodology is actively developing

management. Strategic planning is actively developing in the space and defense industries, which are associated with the electronic industry, information, communication, bio and nanotechnology. This is a very powerful source of science, innovation.

## STRATEGIC HUMAN RESOURCE MANAGEMENT GOALS

In order for the organization to be able to develop effective strategic goals in the field of personnel, it needs to answer three questions:

- where is the organization and its staff;
- in what direction, according to senior management, should personnel be involved in accordance with the strategy of the company;
- how should staff develop in order to fulfill the tasks of the company in the future [4].

The importance of shaping the strategic goals of human resource management is determined by the same factors as in strategic planning, i.e. determination of priority development directions depending on their actual state and available potential. It should be emphasized that the goals of strategic human resources management should be formed in the context of the development of corporate goals.

We can single out the general goal of strategic human resources management, which is to create a strategic ability of the company through satisfaction in qualified, dedicated and highly motivated employees who can provide a sustainable competitive advantage [5].

A more specific goal is to shape the direction of the company in a changing environment in order to meet its own commercial needs, as well as individual and collective needs of its members by developing and implementing a holistic and effective human resources policy in the field of human resources [8].

Among the strategic goals of human resource management are the following:

1. Formation of commitment, when employees are emotionally attached to the organization, represent themselves and the organization as a whole, identify themselves with it, which ensures their involvement in the affairs and problems of the company.

2. Improving the level of qualification, which, in accordance with career planning, can serve as a basis for the formation of highly motivated activities among employees.

3. Creating an option program, ie equity participation of employees in the capital of the company. Options allow you to solve simultaneously the problems of employee participation in both ownership and profit. The main goal of option payments is to link wages to operational

efficiency so that employees make a profit when their companies prosper and lose out when the companies go off course.

The rationale for strategic human resources management is the fact that it is beneficial for a company to have a consistent and understandable basis for everyone to develop approaches to managing people in the long term [7].

“Competitive advantage is the essence of a competitive strategy. It covers all those abilities, resources, relationships and solutions that allow the company to use market opportunities profitably and to avoid threats to achieve the desired position in the market.”

The whole set of measures of the strategic human resources management system makes it possible to regulate the solution of the following tasks:

1. Providing the company with the labor potential in the amount that is necessary to realize its strategic goals.

2. The formation and development of the internal environment of the enterprise in such a way that the intraorganizational corporate culture, priorities and value orientations of employees will correspond to the company-wide and contribute to the achievement of both private needs and the mission and goals of the organization common to all [13].

3. Based on the directions of strategic management and the end products of activity created by it, it is possible to regulate the difficulties associated with multifunctional organizational structures of management, including human resource management. The methods of strategic personnel management of the organization make it possible to improve and maintain the flexibility of organizational structures.

4. The ability to resolve contradictions in matters of centralization-decentralization of personnel management. The subject of strategic personnel management is the organization's personnel management service and senior line and functional managers involved by type of activity [12].

## **TRENDS IN THE DEVELOPMENT OF A MODERN SYSTEM OF STRATEGIC HUMAN RESOURCES MANAGEMENT**

An analysis of the application of personnel management technology, despite the optimistic statements of its adherents, demonstrates the well-known gap between theoretical installations and their practical implementation.

Firstly, the practice of human resource management in different countries reflects not only the diversity of national schools and personnel management traditions, but rather indicates the lack of a single concept, since the variety of notional schemes used often is exacerbated by their mutual inconsistency [9].

For example, such elements of human resource management as teamwork and individual remuneration of labor depending on its effectiveness seem to be incompatible in practice. In this regard, some skeptics see in the technology of human resource management only a variation of the modernized doctrine of human relations, and in the inevitable contradictions - an expression of structural antagonism between managers and ordinary employees [6].

Secondly, although an increasing number of companies are announcing the introduction of a “trendy” technology for human resource management, the practical implementation of the new HR strategy faces significant difficulties. In particular, there is no noticeable increase in the cost of training and retraining personnel, especially taking into account the widespread dissemination of advanced forms of personnel work (quality circles, work teams, etc.). The transfer of part of the personnel functions from personnel services to line managers, as a rule, does without additional retraining of the latter, and does not receive special attention from the leadership of corporations.

Thirdly, methods of staff involvement (participation in company profits etc.) borrowed from the human resources management arsenal often are used by managers as milder forms of labor intensification. The bet on the conscious and responsible performance of production functions and tasks by workers disguises sophisticated methods of over-exploitation and serves in the long term as an effective tool in neutralizing the influence of trade unions [14].

Fourth, there is no objective evidence of a positive impact of the implemented technology for managing human resources on the moral and psychological climate in organizations. Moreover, as always, with any major socio-organizational innovations, negative consequences are avoided. However, such conflicting assessments of the results of applying advanced personnel technology are largely due to the inability to isolate the own consequences of introducing human resource management from other factors [10].

This transformation of personnel management has found expression in the following main trends:

- all recent years in developed countries, there has been a relative and absolute increase in the number of personnel of personnel services;

- 
- the status of this profession has increased: the heads of personnel services in most corporations have become part of the board and even on board of directors;
  - sharply increased attention to the level of professional training of HR managers;
  - in the face of growing competition (including for highly qualified personnel), the isolation of the personnel policy from the general business strategy adversely affected the success of the corporation as a whole.

## CONCLUSIONS

Sustainability is an emerging phenomenon in human resource management practice and research. As the world has entered the 21st century, companies found themselves in need to develop more sustainable business models.

After analyzing analysis of economic sources of literature, the idea of strategic HRM is based on the belief that strategy formation is a rational and linear process. The overall HRM strategy stems from a specific strategy in core areas. All this is connected with systematic studies of the internal and external environment of the organization, which determines what issues of business, organization and HRM should be considered. We can talk about a certain synthesis based on the human resource management technology of traditional (of course, modernized) and modern approaches. However, having absorbed the advantages of various approaches that have developed in personnel management, human resources management technology cannot claim to be a kind of panacea for all the problems that the personnel manager currently faces. An increasingly striking trend in the field of human resource management is the intellectualization of labor. Intellectualization of labor in the most general sense is an increase in the share of mental labor in social production.

The development of a modern system of strategic human resources management on the basis of sustainable development gives rise to a new type of labor management, based on equal partnership partnerships between employers and employees, covers not only the phase of using labor to obtain economic benefits for the owner of the means of production, but also directly relates to the formation of and capacity building for workers.

Strategic planning of human resources is important for development in conditions of sustainable development, especially the choice of the right strategy for enterprises.

In such a way, the strategic management of human resources is a sustainable development for the planned use of human resources and actions aimed at ensuring the achievement of the



company's goals. Strategic human resources management is moreover considered as an approach to decision-making regarding the intentions and plans of the company in the field of labor relations, as well as in the formation of practices in the field of recruitment, preparation, development, performance management, staff performance assessment and interpersonal relations .

The correct application of methods for the formation of a strategic human resources management system and the effective solution of all the tasks facing enterprises in this area will lead to an increase in the efficiency of personnel policy and the activities of the entire enterprise as a whole.

Strategic management of human resources indicates the general direction of the company on the path to achieving its goals through people management. It deals with a wide range of organizational issues related to changing culture and structure, increasing efficiency and productivity, selecting resources to meet the future needs of the company, developing distinctive abilities and managing change. In a broader sense, strategic human resources management addresses all key personnel issues that affect or depend on the strategic plans of the company.

## REFERENCES

1. Armstrong, M. (2009). Human Resource Management Practice. St. Petersburg.
2. Averin A.N.(2008). Social policy and corporate social responsibility. M .: Alfa-Press.
3. Branfield, P., Kay, R. (2008). Introduction to Human Resource Management. Oxford: Oxford University Press.
4. Bekreneva N.N., Kuznetsova E.V., Tarasova T.V. (2013). Human resources management. Penza: Bibcom.
5. Bolieva, I. A. (2017). Methodological foundations of the formation of a system of strategic management of human resources. Young scientist. No. 7 (141). - pp. 216-219.
6. Ehnert, I., Harry, W., (2012). Recent Developments and Future Prospects on Sustainable Human Resource Management: Introduction to the Special Issue, Management Revue, vol. 23, No. 3, pp. 221–238.
7. Fedorova, N.V., Minchenkova, O. Yu. (2013). Personnel management of the organization.
8. Gaponenko, A.L. (2008). Knowledge management. How to turn knowledge into capital. M .: Eksmo,
9. Kapelyushnikov R.I. (2006). Theory of human capital
10. Katkalo V.S. (2006). The evolution of strategic management theory. SPb .: Publishing House of SPbSU.
11. Kuchеров D., Zavyalova E. (2012). HRD practices and talent management in the companies with the employer brand // European Journal of Training and Development. Vol. 36. № 1. P. 86–104.
12. Ling Y.H., Jaw B.S. (2011). Entrepreneurial leadership, human capital management, and global competitiveness // Journal of Chinese Human Resources Management. Vol. 2. № 2. P. 117–135.
13. Lukashevich V.V. (2010). Fundamentals of personnel management.- M .: Knorus.



- 
14. Mazur B., (2013). Linking diversity management and corporate social responsibility. *Journal of Intercultural Management* 5 (3). pp. 39-47.
  15. Malenkov, Yu.A. (2008). *Strategic Management*. M.: Prospect.
  16. Zhemchugov, A.M., and Zhemchugov, M.K., (2017). Goal-setting and strategic management of the organization's development. *Management today and tomorrow*.